

# Job strain, work-family conflict and job satisfaction among employees in advertising agencies

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## Background

- Advertising agency industry may be described as a growing and very competitive sector. Work in **advertising and media agencies** can be highly stressful. Employees in this sector have to meet deadlines, work long hours and must deal with demands from clients. As a result of that, achieving a balance between work and family may become a challenge for many employees in this sector.
- Previous studies (Byron, 2005; Eby et al., 2005) have identified different variables as **antecedents** (e.g.: job stress) or **consequences** (e.g.: job satisfaction) of work-to-family conflict (WFC) and family-to-work conflict (FWC).
- However, research about the relationships between job strain with levels of **work-family conflict** and **job satisfaction** among employees in advertising agencies is scarce. This study is aimed to fulfill this gap.

## Objectives

- The objective of this paper is to explore relationships between **job stress** and both **WFC/FWC**, and the influence of these variables upon **job satisfaction** and **organizational commitment**. These variables are integrated into a model that includes **job autonomy** and **feedback**. Specifically, using **structural equation modelling**, these associations are tested in a sample of **parent employees** from several **advertising agencies** in Spain.

## Hypothesis

- H1: Higher WFC and FWC will be associated with lower job satisfaction
- H2: Higher job stress will be associated with lower job satisfaction
- H3: Higher autonomy and feedback will be associated with lower WFC and FWC and higher job satisfaction
- H4: Higher job satisfaction will be associated with higher organizational commitment

## Measures

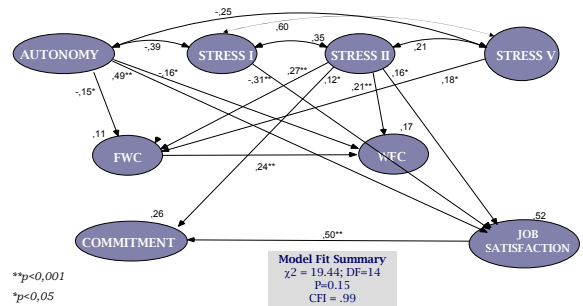
- Work-Family Conflict** (Poelmans, 2001): 10 items, 5- points scale (alpha=0,93).
- Family-Work Conflict** (Poelmans, 2001): 7 items, 5- points scale (alpha=0,82).
- Occupational Stress Indicator** -OSI 2- (Williams, 1996; Cooper, Sloan & Williams, 1988). 6-factor version (62,84% variance): *Stress I* (lack of support & organizational issues), *Stress II* (managerial role), *Stress III* (workload), *Stress IV* (lack of extra-organizational support), *Stress V* (opportunities of promotion) and *Stress VI* (work-family balance).
- Autonomy and feedback**: 3 items, (alpha=0,64).
- Job Satisfaction** (from OSI-2): 12 items, 6-points scale. Two factors explaining 65,65% of the variance. Factor I: *Satisfaction with the job itself* (alpha=0,93) ; Factor II: *Organizational Satisfaction* (alpha =0,88).
- Organizational Commitment** (Thompson et al., 1999): 8 items, alpha=0,70.

## Participants

o The research scope was national, and the universe were all advertising agencies belonging to the **Spanish Association of Advertising Agencies (AEAP)**, which represent a 70% of the sector investment in Spain.

o Data were collected from **276 parent workers - 51,1% females and 48,9% males-** from 26 advertising agencies of the 36 associated agencies.

## Final Model Standardized Estimates (AMOS 5.0)



## Results

- o The model explained **52%** of the variance in job satisfaction, **26%** in organizational commitment, **17%** in WFC and **11%** in FWC.
- o **Stress II -managerial role-** was a significant positive predictor of WFC and FWC. Stress II also predicted both job satisfaction and organizational commitment.
- o **Autonomy** and feedback negatively predicted WFC and FWC and was a positive strong predictor of job satisfaction.
- o As previous studies, WFC and FWC related positively.
- o WFC and FWC were not a significant predictors of job satisfaction

## Discussion

- o The majority of our hypothesis were supported and confirm the results from previous research.
- o However, we did not find a significant relationship between WFC and job satisfaction in our sample of employees from advertising agencies.
- o One explanation could be that we measured the time and strain facets of WFC and FWC and, as Bruck *et al.*, (2002) suggest, job satisfaction appears more highly related to the behavior-based conflict than to time or strain-based conflict.

### References

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